

15 June 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: Report on Senior Support Officers Conference  
3 - 5 June 1964

1. This memorandum is for information only.

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2. There is attached a report on the recently completed Support Officers Conference [REDACTED]. It consists of synopses of the two talks given by you, one given by Mr. [REDACTED] and the five summary presentations given by each workshop leader. The synopses were made from the raw tape transcripts which are on file in this office.

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3. From all indications, the Conference seemed to go off fairly well. Capt. [REDACTED] and members of his staff were, as always, efficient and completely cooperative. Our only role was to let them know in general terms what was required and how many people planned to attend. They did the rest.

4. The method employed, that of a workshop or seminar, proved in my opinion an extremely successful mechanism for the informal analysis and discussion of the management problems we are trying to help solve for the Agency. But, if it were necessary to identify the single most important result of the Conference - and these are also the views of a large number of participants - it would be that it gave us an opportunity to exchange views and ideas with the Head of our Career Service, an opportunity rare these days when the press of time and the nature of our business provides for little regular contact.

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[REDACTED]  
Conference Coordinator

Attachment

Report on Support Officers Conference

Distribution:

- Orig - Addressee, w/atts.
- 1 - DD/S Subject, w/atts.
- 1 - ADIF, w/atts.
- 1 - Conf. Coord. file, w/atts.
- 1 - SSA-DD/S, w/atts.

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[REDACTED]

7. In conclusion, then, the man on each end of the communication line has got to know what he is doing, and to do so has got to find out what the formal agreements are between our departments and the other Government departments concerning support. Secondly, that we have got to have some kind of a direct line of communication at the working level on every day working problems other than policy. Lastly, on policy, we need to know to whom we go and through what channel we go to get an existing policy changed or a new policy created.

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**SYNOPSIS OF THE SUPPORT CAREER**

**SERVICE - MR. [REDACTED]**

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1. By way of introduction, Mr. [REDACTED] noted that the Conference group had concentrated on development of plans to recruit and train the so-called generalist to fulfill the demands of Support jobs which require across-the-board training and qualifications.

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2. The roll of the JOF in such a program was emphasized. The problem of assigning JOF's at Headquarters was discussed. The suggestion that the Support Career Service take more initiative in filling Headquarters and Field positions which fall in the gray area between Administrative and Operations was given special attention. It was agreed that any sizable organization requires more specialists than generalists and that, by and large, the specialists will attend to their own career development. Management, however, must develop its own generalists. The point was made that careful attention must be given to developmental criteria early in the career cycle and must be continuous or the opportunity for growth would disappear and another specialist would be rushed into another generalist assignment.

3. It was therefore agreed that the Support Career Service can develop this officer only through a well-planned, carefully managed system of guaranteeing a proper balance of developmental working assignments, both overseas and at Headquarters. The following was offered:

(a) The DD/S Career Service must identify such positions within its various components, essentially at the GS-7 to GS-13 level. It was agreed that there are specialists positions available in every component that could be manned by SA generalists given an adequate break-in period estimated from two days to two weeks depending on the assignment.

(b) Such a plan could be extended Agency-wide and hopefully to include the DD/I. As more of these developmental assignment opportunities are identified and agreed upon with the other office heads and the Deputy Directors concerned, the SA Service can think positively of expanding its present membership.

(c) We must avoid a numerical imbalance between (1) the lack of assignment possibilities for overseas returnees or other SA generalists rotating within Headquarters and (2) the forfeiture

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of SA type assignments due to a scarcity of qualified SA Careerists to continually man the positions in question.

(d) It was agreed that every specialist or component generalist transferred out of a component should not necessarily undergo career designation change. This can remain a two-way street, rotating the Logistics, Finance or Security specialist or generalist into an SA generalist tour on a round-trip basis.

(e) Assuredly, this new SA generalist, who will be entering the Agency through a [REDACTED] program, must be 25X1A carefully selected in terms of his motivational interest and the knowledge beforehand that all carefully selected SS/S JOT's or COT's will not necessarily mature as generalists and that they may in this rotational process choose to become a functional specialist. We need more managers and most of all we need to maintain flexibility.

(f) It was emphasized that it is clearly the personal responsibility of every general Support Officer for whom one of these new trainees may be working to conscientiously contribute to his learning. In this way the candidate will be content to add to his arsenal the learning that goes with the most menial tasks, particularly if he knows from the outset that he is being groomed for decision-making responsibilities.

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5. Mr. [REDACTED] concluded his remarks on the proposal for reconstitution of the Admin Board. The range of recommendations varied from doing away with the present Board and replacing them with Support Officers, to reducing the present membership by maybe two or three and then adding a like number of Support Officers. This proposal has some merit in the sense of added breadth especially when you consider present plans for broadening the SA Career Service.

TAB H

SYNOPSIS OF COL. WHITE'S CLOSING REMARKS

1. Before his summary remarks, Col. White expressed for the group the disappointment felt because of Gen. Carter's inability to join us as planned. The press of a current crisis had made this impossible. Col. White relayed the General's apologies and stated that he would attempt to mention some of the things that he thought Gen. Carter might have talked about. Before he did this, he commented on the summaries and how well they turned out:

2. Career Service - He stated that Mr. [REDACTED] summary presented great food for thought; in fact, he would even consider the recommendation on the reconstitution of the Career Service Board. 25X1A

3. Administrative Workload - In commenting on this subject, Col. White cautioned all present never to take a position of inflexibility whereby we give a negative answer because in our opinion the regulations appear to prohibit something. If it's a matter of law, that is one thing; but if the problem relates to one of the various rules we have adopted to regulate ourselves, that is something which can be changed. We should and must be as imaginative and as flexible as possible. In specific reference to workload, as such, he reiterated his desire to reduce some as long as it was consistent with good management. He also mentioned the necessity of distinguishing between workload generated by the operational elements and that which is of administrative origin. He concluded his comments on this topic by again appealing for flexibility, pointing out how the loss of this has made certain other Government Agencies more bureaucratic and, hence, less able to cope with change in a constantly and rapidly changing world.

4. Liaison - On this topic, Col. White expressed views concerning our dependence on, and need for, effective liaison with other Government Agencies. He emphasized the importance of rapport between members of the Agency and our counterparts elsewhere in the Federal establishment.

5. Housing - He felt some new thoughts had come out of the housing workshop, but he encouraged all to think in terms of some sort of an allowance system which would obliterate the need for bookkeeping. This is not always possible he admitted; but to the maximum extent possible, he wanted to move in the direction of simplified settlements.

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6. Exceptions and Delegations - Here Col. White seconded the workshop leaders views on the desirability of simplifying the machinery for processing exceptions and the like. He mentioned his feeling that such a program, to be administered properly on a large scale, must have as its keynote flexibility rather than universality; hence, it must be related to the particular cover at a particular location. He came out in favor of more delegations, but not blanket delegations. He mentioned the too numerous [REDACTED] Division policies and stated that without impinging on operational matters many of these could be standardized. In this connection he expressed his continuing concern about the lack of a policing mechanism to see that such delegations are being carried out properly.

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7. Col. White summarized his remarks on the workshop presentations by returning to the keynote of his expressed philosophy, that of continued and expanded flexibility. He then thanked Capt. [REDACTED] and others for their help in arranging the Conference and started to talk about some things he felt Gen. Carter might have discussed had he been able to join us.

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8. At the outset he pointed out that the General is intensely interested in good management, as is the Director. When flaps occur in the management field, regardless of where, the Deputy Director concerned is held responsible, as well as the functional component. He pointed out the responsibility of the Support Officer to keep his boss out of trouble in these areas; and reiterated his view that Support Officers do not work for him, but for the component commander where they are assigned.

9. Col. White then discussed the subject of security which he felt the General would have mentioned. He related the [REDACTED] case to the supervisor's responsibility to know all aspects of his subordinates life. Here again he observed that the Support Officer has to play a leading role to instill this attitude throughout his component. He also mentioned Fitness Reporting and expressed his dissatisfaction with the quality of these reports. He echoed Gen. Carter's view on supervisory responsibility for objective reporting so that the files can in the future contain an accurate history of an individual. In many separation cases, the files have proved of little value since the Fitness Reports had consistently failed to be frank in documenting an individual's shortcomings. He told the group of the General's directive decentralizing the Personnel Disposition Board which is concerned with problem cases. This Board in effect looks at problem cases through the Agency's eyes, in addition to the review given by the individual supervisor. This further sign in the direction of better personnel management should be heeded by supervisors who tend to shirk the admittedly difficult job of objective employee evaluation. Col. White then made some

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final comments on management. As an Agency, we have a very high level of overall competence in most fields; but as professional managers, we leave something to be desired. In these days of tighter budgets and personnel ceilings, we have got to improve in this field. He noted an encouraging trend in certain recent management training where other than DDC components were significantly represented. He asked the Support Officers to take the lead in encouraging better management in the components they represented. He ended the Conference by thanking all concerned for their fine participation and stated that this was one of the most productive conferences we have ever had.

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Conference Coordinator

EXTENSION

NO.

DATE

26 June 1964

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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TRANSMITTAL SLIP		DATE	15 Oct 65
TO: Mr. [REDACTED]			
ROOM NO.	BUILDING		
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REMARKS:			
<p>Attached is a list of Ground Rules which I feel that the Committee has been using. Please study it so that the Committee may discuss it at the next meeting.</p> <p><i>Looked at the [REDACTED]</i></p> <p><i>File</i></p>			
FROM: Sec'y, Admin. Allow. Comm.			
ROOM NO.	BUILDING	EXTENSION	
5 E 69	Hqs.	7841	
FORM NO. 241 1 FEB 55		REPLACES FORM 36-8 WHICH MAY BE USED. ☆ GPO : 1957-O-439445 (47)	

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